

Creating an Intern Onboarding Program

Within the Ball State Office of Admissions

An Honors Thesis (HONR 499)

by

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April 23rd, 2018

Expected Date of Graduation

May 5th, 2018

SPC011
Undergrad
Thesis
LD
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2018
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Abstract

Onboarding is the process of an employee becoming integrated into their new work environment and position. Providing a proficient program is integral into the development of an employee and is important, especially for temporary employees. Interns are allowed the opportunity to enter into a work environment for a shorter time period, gaining valuable experience in their field of interest. However, many organizations do not have an intern-specific onboarding program. This manual presents research over onboarding is presented and information on how to implement an onboarding program for Ball State's Office of Undergraduate Admissions. Although this material is specific for one organization, it can be incorporated in any organization with an intern program.

Acknowledgements

I would like to thank Professor Flores for advising me on my thesis. I appreciate your help and guidance through this experience and my time as a Human Resource Major.

I would also like to thank the Office of Admissions and their staff for helping me grow as a professional through my internship in the office. Lastly, thank you to Abby Haworth for being my professional mentor, a caring friend, and great supervisor. My experience in this office will truly be my favorite part of my undergraduate experience.

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Process Analysis Statement

Throughout my time as a Human Resource Management major, I have learned that providing employees with a detailed onboarding program will help them achieve success sooner in their new roles. Additionally, through my Human Resource internship with Project Lead the Way, I assisted in the implementation of a new onboarding program. Through both of these experiences, I became interested in onboarding and its effects on a new employee, especially interns. As an intern in the Office of Admissions for two years, I realized this is a very important role, but the managers for the position switch often within the office, so I wanted to create a manual that could be passed onto the new manager for the interns. Through this process, I researched the effects of onboarding along with what specific information is important to include, while adding my personal experience and suggestions from being an intern.

Introduction

Onboarding is the foundation to introducing a new employee to an organization. A well-executed onboarding program can help integrate an employee to a successful transition into the new company and their role. But a poorly planned or compliance heavy orientation can have lasting negative effects on the new team members throughout their time with the organization. Creating an informative experience may involve the partnership of several key team members, but the importance of onboarding is necessary for the overall success of the business. Many organizations offer internship programs where interns are able to join the organization for a temporary time, thus offering interns a valuable professional experience within their interested field. However, organizations typically lack an intern-specific onboarding program, therefore onboarding interns similar to their full-time employees or not having an onboarding program at all. This type of onboarding may not enable interns success within their short-term position. It is crucial to prepare an intern-specific program to best prepare them for success within their role and for their future career. Throughout this manual, the importance of onboarding will be discussed, along with information on how to best create an intern-specific onboarding program for the Office of Admissions at Ball State University.

Importance of Onboarding

Onboarding is the first official day of becoming a new team member within an organization. It can be described as “a magic moment when new employees decide to stay engaged or become disengaged” (Hirsch, 2017). This can often be a very stressful time for new employees because they may not know anyone within the organization, fully understand their role, know how they fit within the company, or feel confident that their abilities will allow them to complete the role effectively. Their experience with the onboarding program and training is crucial to preparing them for success within their new role. By creating a constructive program, it allows new employees to have an easy transition into the organization, while providing the framework for success (West, 2018). These employees will feel more comfortable and a new employee that participates in a proficient and well-planned experience will adjust faster than an employee who completes an average program (Bauer, 2010).

Four Components of Onboarding

Throughout the course of the program, there are several items that need to be covered legally, along with information that will help expedite the employee's transition. This necessary information can be broken up into four categories covering the different components of onboarding. A program would ideally have all 4 components to best provide employees with the most information.

- Compliance: This component covers only the legal aspects that onboarding requires. This may include tax forms, citizenship validation, work policies, codes of conduct, and other legal documents.

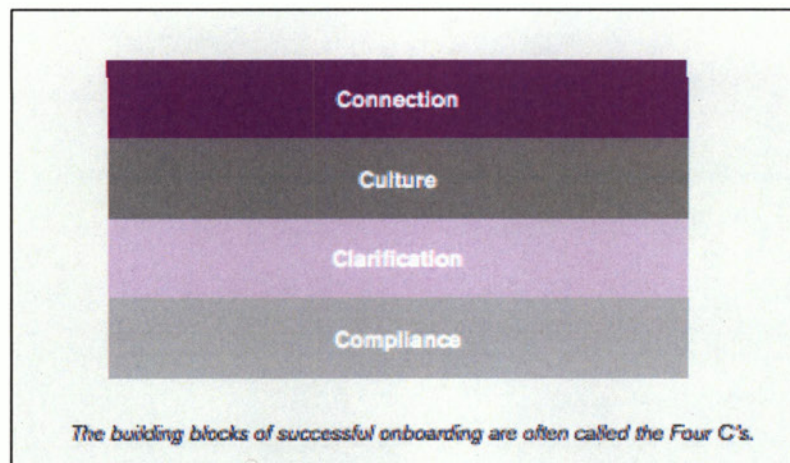


Figure 1. Four Components of Onboarding (Bauer, 2010, p. 3)

- Clarification: This component of onboarding provides the new employees with more specific information about their new position and provides some links with the organization. In this level, employees are gaining clarification on their role along with what their impact will be in the organization (Bauer, 2010).
- Culture: This level of onboarding provides an individual the links between their role and the organization. At this level, the new employee will begin to understand the organization's culture, norms, and structure (Bauer, 2010).
- Connection: This is the final component of onboarding and most detailed for new employees. It allows the employee to connect "interpersonal relationships and information networks that new employees must establish" (Bauer, 2010). Providing activities during orientation will help new employees feel welcomed and start making connections.

Three Levels of Onboarding

The specific information and types of onboarding components that are provided to new employees will determine which level of onboarding an organization has developed. Below are the four levels of onboarding that can be achieved:

1. Passive Onboarding: This level of onboarding is the easiest area for businesses to cover.

A passive onboarding program covers compliance items, along with some clarification items, but it has little to no culture or connection aspects. Organizations with this type of program typically consider onboarding an item on a checklist that needs to get completed only for legal reasons. About 30 percent of organizations hold a program that falls within this category (Bauer, 2010).

Onboarding Strategy Level	Compliance	Clarification	Culture	Connection
1 Passive	YES	SOME	LITTLE/ NONE	LITTLE/ NONE
2 High Potential	YES	YES	SOME	SOME
3 Proactive	YES	YES	YES	YES

Figure 2. Three Levels of Onboarding (Bauer, 2010, p. 3)

2. High Potential Onboarding: In a High Potential Onboarding program, the company is close to achieving the highest level of onboarding, but still some aspects are missing. This type of program covers the compliance and clarification aspects that are required, along with covering culture and connection aspects but not fully. This program is almost

complete, but it is not fully established and integrated within the organization's culture. It is thought that about 50 percent of organizations fall within this type of program (Bauer, 2010).

3. Proactive Onboarding: The final and most beneficial type is the Proactive Onboarding program, which is only mastered by about 20 percent of organizations (Bauer, 2010).

This program includes all 4

aspects of onboarding -
compliance, clarification,
culture, and connection.

Organizations with this type of
program have mastered a

human resource approach and

have integrated a well-

established program within their

company and culture. These organizations view onboarding and human resources as a

strategic process for their business. When this type of onboarding is implemented,

onboarding is seen to have huge impacts on organizations. Organizations with effective

onboarding "improv[e] retention rates (52 percent), time to productivity (60 percent) and

overall customer satisfaction (53 percent)" (Bauer, 2010). Additionally, if an organization

implements a successful onboarding program, it will lead to higher job satisfaction,

commitment to the organization, a lower percentage of turnover, and increased

performance levels (Bauer, 2010).

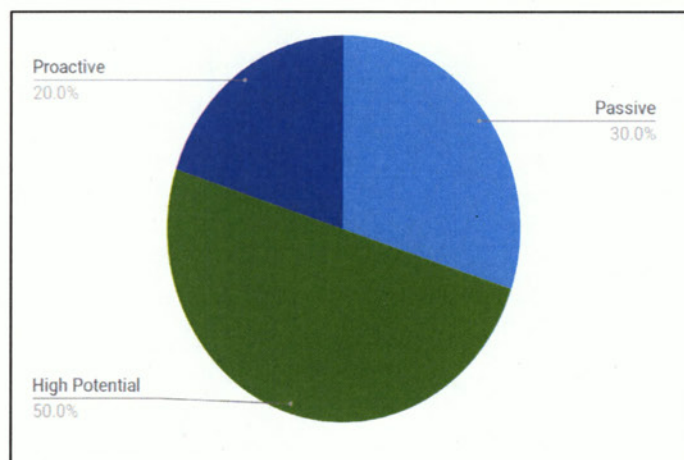


Image 3. Percentage of Levels

Short-Term Goals of Onboarding Interns

Interns within the Office of Admission will usually work in the office for an academic year, which is usually about 10 months. Interns perform tasks within the office that are crucial for the recruitment of prospective students and the future of classes at Ball State. Because of this, it is important to provide these individuals with successful resources to excel and grow within the organization as soon as possible. To help accomplish this, there are several short-term goals of onboarding and these will be especially important to cover within an intern specific onboarding program including; self-efficacy, role clarity, and social integration.

Self-Efficacy

Self-efficacy is an individual's belief that they possess the capability to complete a task or specific duties outlined in the job. Providing interns with strong self-efficacy allows them to feel confident within their new role. Since interns may have very little time to make an impact within an organization, providing them with enough information on the organization will make a large impact early on. It has been shown that "a new employee feels confident in doing the job well, he or she will be more motivated and eventually more successful than less confident counterparts" (Bauer, 2010).

Admissions is an office where few college students have experience working in. During job training, it is best to provide them with resources and encouragement so they realize that they can do the job well. This role can be difficult for a college student to learn at first, but with the right supervision and support, they can feel confident.

Role Clarity

Role clarity is the true understanding of the position and tasks associated with the role (Bauer, 2010). By informing new employees of their role within the organization, they will feel better prepared and more knowledgeable about their responsibilities. For some interns, joining a department as a temporary employee can be an overwhelming, stressful, and challenging. If interns do not understand or recognize their role within the organization and department, they will not feel confident in their responsibilities and work ethic, which will negatively affect them and the organization when they are completing projects and tasks.

Many of the students who intern with the Office of Admissions may have worked in either admissions or orientation previously as a tour guide, Welcome Center student worker, or a summer orientation leader. These students could be easier to transition into their new role because they have a strong base of knowledge about Ball State and prior experience within this office. Although, for students who do not have any office experience, informing them of the responsibilities, impact, and significance that this internship has will help them begin to realize and understand how important an admissions office is to the campus.

Social Integration

The final short-term onboarding goal should cover is socially integrating the interns within the office environment. "Meeting and starting to work with organizational insiders is an important aspect of learning about any organization" (Bauer, 2010). Since interns are younger than the majority of the workforce within an organization, it is especially important to make them feel comfortable with everyone. By connecting with other employees, this will help interns

be successful in their role because they will feel more comfortable when issues arise throughout their internship.

Although, interns are coming into an office of about 20 professional staff, along with numerous other student workers. The Office of Admissions provides a welcoming environment that allows all employees to feel like they belong. If interns do not know anyone coming into orientation, the first day can be very stressful and overwhelming. Providing positive interactions with their coworkers and employees will help interns socially integrate and feel comfortable with their new position.

Creating an Onboarding Program for Interns

When creating an onboarding experience for the intern program, keep in mind that short term goals will be important for long term success of the Admissions intern program and office. The overarching goal for onboarding is to provide your new employees with the resources and information that will make them comfortable and successful within their new role and your organization. When you are planning this program and for the first day, organization and communication will be key. In this section, the content and planning process will be discussed, important information about effective communication before and during the program, along with information on how to follow-up with interns after the program for evaluation.

Steps in Planning an Intern Onboarding Program

1. Content and Planning
2. Communication
3. Follow-Up

Onboarding Content

Once the interns have been selected and hired, it is time to start preparing for their orientation to ensure that the process runs smoothly. Since these employees will not work for the office long-term, some of the traditional information that you will cover in onboarding will not be necessary or applicable. If there is already a process set in place for full-time employees, this should be altered and adjusted for interns. This program should be available for all interns within the office to attend including Undergraduate Admissions, Transfer Admissions, and Communication/Marketing interns. In addition, the graduate assistants for the office are welcome to attend this program as well. In this section, you will be able to learn more about the important information to include in your orientation, along with a planning sheet to help you plan your orientation.

Onboarding Program Content

- Welcome
- Introductions and Office/Facilities Tour
- Organizational History (Mission, Vision, Values)
 - Organizational Structure
- How Position Fits Within the Department
 - Culture and How Interns Fit
 - Expectations
 - Code of Conduct
 - Procedures
- Overview of Position and Meeting with Supervisor
 - System Overview
 - Mentoring

Onboarding Content: Welcome

Welcoming employees to the organization sets the tone for your new employee's internship. This welcome can come from a variety of people within the office, but if the Director of Admissions or another Associate Director is available, invite them to join and speak. By having a director address the students, they will start to understand the importance and impact that their role will have for the prospective students at Ball State, while getting them excited for their roles. Depending on time, a small welcome breakfast could be arranged so that the interns are able to start meeting other employees. Supervisors should attend and other employees in the office should be invited. The more people that the interns meet, the more comfortable they will be.

Onboarding Content: Introductions and Office Tour

After the welcome, it is important to provide interns with a complete tour of the office so they start getting familiar with the work space. This is also the time where interns can receive their office keys, nametags, and any other materials or important information

Onboarding Content: Organizational History, Mission, Vision, and Values

Many organizations have history, values, and principles that are important to their daily business. The history of Ball State and its relation to the admissions office is important for interns to learn about. This will help them start to prepare for the work they will be required to accomplish. As interns, they will be recruiting students and must begin to become familiar with everything Ball State has to offer as a university.

History: Ball State University has a history that is rooted in entrepreneurship, dating back to when it opened as a small, private school for teachers in 1899. When the college was struggling, the Ball brothers purchased the college and opened it as the Indiana State Normal School Eastern Division in 1918. In 1965, the university was renamed Ball State University.

VISION

Ball State University will be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life.

Image 4. Ball State University Vision Statement. (Ball State University, 2018).

MISSION

Ball State University is an innovative, supportive academic community that inspires students by:

- *Offering action-oriented learning, including immersive out-of-class experiences, research, and study-abroad;*
- *Providing extraordinary access to professors who create scholarship to advance knowledge, improve teaching, and transform learning; and*
- *Engaging state, national, and international communities to enhance educational, economic, and cultural development.*

Image 5. Ball State University Mission Statement. (Ball State University, 2018).

Onboarding Content: Organizational Structure

An organizational chart should be distributed at onboarding so that the interns can see how the organization is structured and where their specific position falls. This could include specific people or just positions. This will allow interns to visualize how specific positions relate to each other. Providing a tangible chart will be helpful throughout their internship when they are unsure of whom to contact for specific questions.

An organizational chart can help interns understand how the organization is structured and where different key players fall. This organizational chart can be as structured and detailed dependent on the size of the organization. Additionally, this will help provide the interns with a resource moving forward when they have questions or struggles during their tasks.

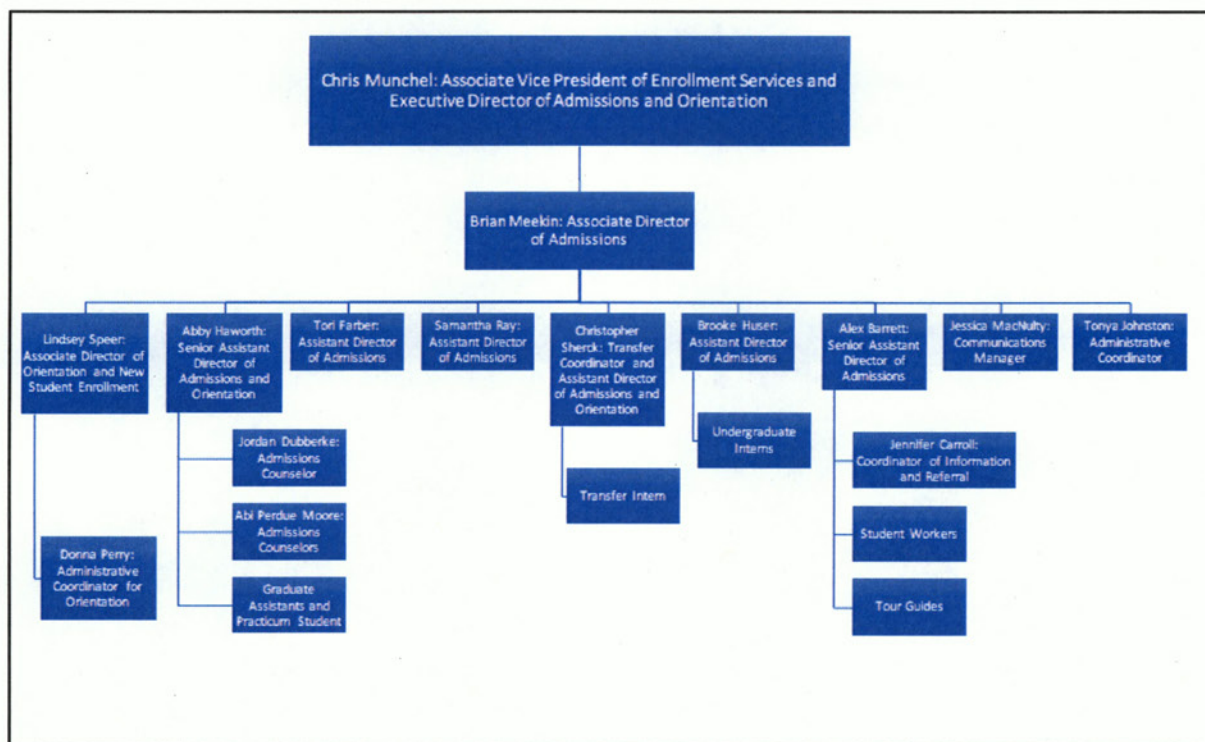


Image 6. Office of Admissions Organizational Chart

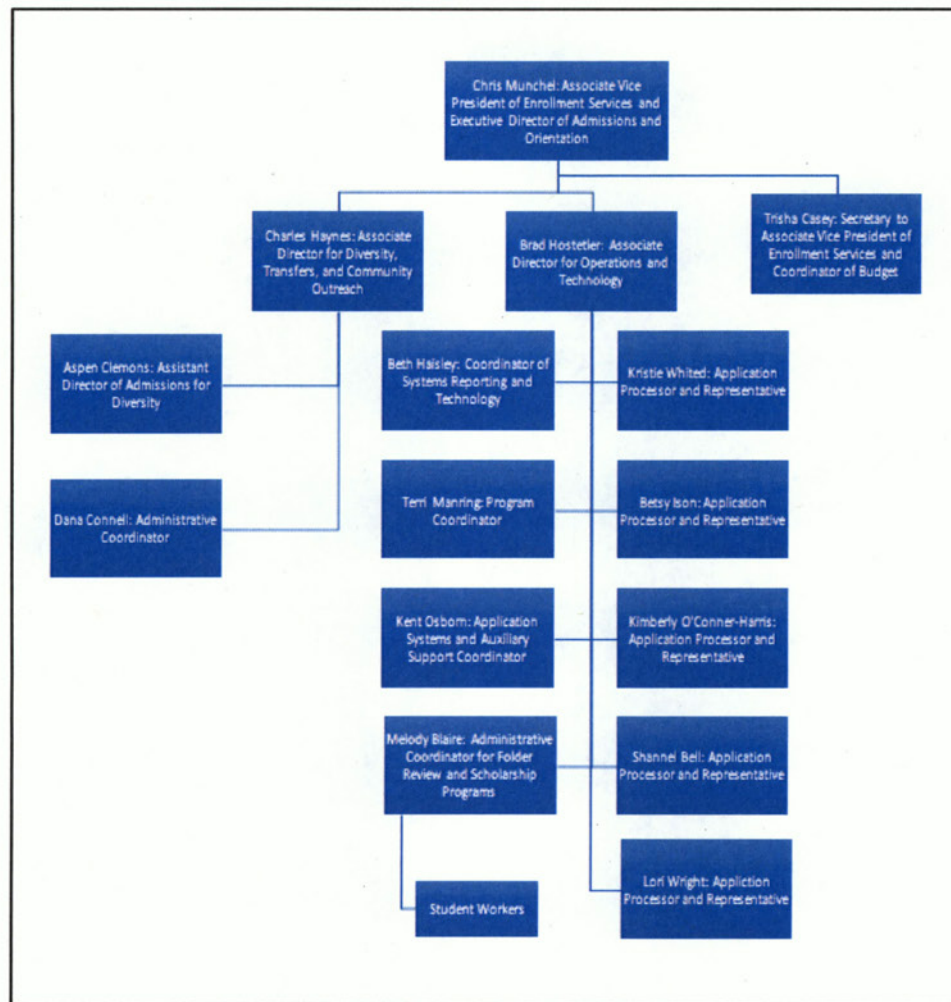


Image 7. Office of Admissions Organizational Chart

Onboarding Content: Explaining Their Role and Office Culture

In this section the short-term goals, role clarity and social integration, should be addressed. To cover role clarity, review with interns what their role, tasks, and job description is. During this time, if they have any initial questions about the role, this is a great time to answer them and have an open discussion.

Undergraduate Admissions Intern, Office of Admissions

Position Summary:

The Admissions intern is responsible for assisting with the recruiting and admissions tasks within the Undergraduate Office of Admissions. Interns will have the opportunity to have daily interaction with prospective students through email communication, admissions presentations, recruitment at college and high school fairs, and one-on-one appointments.

A successful applicant should possess skills in communication, leadership, and teamwork, along with having a professional attitude. Having an interest in high education and admissions is encouraged, but not required.

Responsibilities:

Admissions Tasks

- Manage Ball State Admissions email account
- Present hour-long Admissions presentations
- Review and make final decisions on applications

Recruitment

- Recruit students at a variety of events including daily campus visits, Preview Days, Admitted Student Days, receptions, and other admissions events.
- Act as a representative of Ball State University and the Admissions office to prospective students, their family members, campus officials, and other individuals.
- Provide a professional attitude throughout all interactions

Required Skills:

- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Knowledge of and excitement for Ball State University

Preferred Skills:

- Public speaking experience

Transfer Admissions Intern, Office of Admissions**Position Summary:**

The Transfer Admissions intern is responsible for assisting with the recruiting and admissions tasks within the Office of Admissions, specifically with transfer students. This intern will have the opportunity to have daily interaction with prospective students through email communication, admissions presentations, recruitment at college and high school fairs, and one-on-one appointments.

A successful applicant should possess skills in communication, leadership, and teamwork, along with having a professional attitude. Having an interest in high education and admissions is encouraged, but not required.

Responsibilities:**Admissions Tasks**

- Independently manage Ball State Transfer Admissions email account
- Present hour-long Admissions presentations
- Review and make final decisions on applications

Recruitment

- Recruit students at a variety of events including daily campus visits, Preview Days, Admitted Student Days, receptions, Transfer Preview Days, and other admissions events.
- Act as a representative of Ball State University and the Admissions office to prospective students, their family members, campus officials, and other individuals.
- Provide a professional attitude throughout all interactions

Required Skills:

- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Knowledge of and excitement for Ball State University

Preferred Skills:

- Public speaking experience

Communications/Marketing Intern

Position Summary:

The Communications Intern is responsible for assisting the Communications Manager in the marketing of Ball State to prospective undergraduate students, including print/digital materials, event promotion/communication, social media strategy/execution, and website content. This is a role where assignments vary day to day, and the Communications Intern must be able to thrive in a flexible, focused work environment.

The successful Communications Intern applicant should possess skills in communication, organization, graphic design, and project management. Interest in marketing for higher education is appreciated but not required. This position offers the opportunity to strengthen project management skills, to experience working in marketing across a variety of mediums (print, mail, web, social media, email), and to work with the larger Office of Admissions team.

Responsibilities:

Social Media Strategy / Execution

- Manage Ball State Admissions Facebook and Instagram presence
- Create monthly content calendars
- Collect content (photos, video, stories) for social media
- Keep up to date on current campus news/events
- Write and schedule content using Hootsuite
- Plan and prepare for special social media content and events
- Engage with posts and hashtag users weekly
- Update Key Performance Indicator (KPI) sheet on a monthly basis and use to influence future social media content

Event Marketing / Promotions

- Assist with the development of event materials, including:
- Postcards and invitations (graphic design)
- Agendas, name tags, and other event materials (graphic design)
- Registration and confirmation emails
- Post-event surveys
- Help with Admissions events as needed

Print / Digital Materials

- Design Admissions print materials using Adobe Creative Suite (InDesign), including posters, info sheets, and handbooks
- Conceptualize and design Admissions digital materials, including emails, social media graphics, and website graphics
- Design materials that adhere to Ball State's branding guidelines and are consistent with other Admissions materials
- Copyedit Admissions publications as needed
- Follow Ball State's writing guidelines to draft content for print and digital communications

Project Management

- Maintain a high level of organization to adhere to project schedules
- Meet all project deadlines and proactively communicate progress to Communications Manager
- Keep content and files updated and saved on Ball State Box (online drive)
- Show extreme attention to detail
- Take ownership of projects

Required Skills/Software:

- Adobe InDesign
- Microsoft Word, Excel, and PowerPoint
- Keynote
- MAC OS X
- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Creative
- Knowledge of and excitement for Ball State University

Preferred Skills/Software:

- Adobe Photoshop
- Photography
- Hootsuite/social media analytics tools
- Basic HTML and CSS
- Web publishing skills

Image 8. Communications and Marketing Intern Job Description. (MacNulty, 2018).

Onboarding Content: Expectations

Providing interns with expectations during their first day will allow them to prepare for their internship and know what is expected of them, helping them to excel in their role. The office should be able to cover “two main [items] on the first day [including] setting expectations and introducing objectives” (Mauer, 2018).

Office Expectations

- Bring a professional and positive attitude everyday
 - If you do not know the answer, ask!
 - Be a positive representation of Ball State

During this time, an activity should be completed covering the intern's expectations of themselves and the internship. This will be helpful to provide interns time to reflect on what they hope their experience will be, along with providing the office and supervisors with this information as well. This could be used throughout their internship to keep interns accountable. The responses could be used when the interns meet with their supervisor later in the day to help lead the discussion.

Expectations for Internship

1. What are your expectations for yourself through this internship?
2. What are your expectations from the office throughout your internship?
3. What are your expectations for your supervisor for your internship?
4. In what areas do you hope to grow from this internship?
5. In what areas do you think you may struggle?
6. If you are struggling, how can your supervisor and the office be of service to you?

Onboarding Content: Code of Conduct

If your organization has specific rules, these should be given to interns on their first day so they are aware of them, especially in regards to the legal aspect that their position may include. If interns will be handling confidential information, it is important to include information about consequences. Within the Office of Admissions, the Family Educational

Rights and Privacy Act of 1974 (FERPA) is an important law that has many legal implications if not followed correctly. Student employees sign a “Confidentiality and Information Access Employee Agreement” when they fill out their paperwork after receiving their first on-campus job, along with tax and other legal forms. It is important to review this information to ensure that students understand in this position, they will be reviewing more confidential information than other positions on campus. Below is a copy of the form that is signed by all student employees.



CONFIDENTIALITY AND INFORMATION ACCESS EMPLOYEE AGREEMENT

1. INTRODUCTION

This *Confidentiality and Information Access Employee Agreement* must be read, understood, and signed by all employees who either access or may encounter Ball State University confidential information as a part of their assigned duties. Questions which arise during the course of employment may be directed to your immediate supervisor, Career Center, or the Office of Information Security Services. Employees signing this agreement should keep a copy for their records.

2. CONFIDENTIAL INFORMATION DEFINED

Ball State University is dedicated to safeguarding and maintaining the confidentiality, integrity, and availability of our student, employee, and organizational information. "*Confidential Information*" includes all of this information that is personally identifiable and non-public. I understand *Confidential Information* may be paper-based, electronic, or stored or transmitted in some other form, and that examples of *Confidential Information* include, but are not limited to:

- a. Academic information, such as grades and class schedules
- b. Bank and credit card account information, income, credit history, and consumer report information
- c. Disciplinary or employment records or related information
- d. Loan information, including loan applications and loan servicing, collection and processing
- e. Money wiring and other electronic funds transfers
- f. Other non-public personally identifiable information relating to a financial transaction
- g. Social Security Numbers, driver's license numbers, or similar identification codes or numbers
- h. Student account balance information, financial aid information

I understand the existence of information in one publicly available format does not imply approval to disclose it in another format. For example, I understand certain student directory information (such as telephone numbers and mailing addresses) may appear in the printed Ball State University Directory; however disclosure of the same information in another format such as an electronic file requires separate approval from the appropriate Data Steward. I will contact my supervisor or the Office of Institutional Effectiveness for help in determining the appropriate Data Steward for particular university data when dealing with *Confidential Information* if I am unsure how to proceed.

3. PROTECTION OF CONFIDENTIAL INFORMATION

Protection of *Confidential Information* requires the following minimum standards, which I agree as a condition of my continued employment:

- a. **Download or Transmission of *Confidential Information*:** I will not download or extract *Confidential Information* to removable storage devices such as compact discs or flash drives, or transmit such information to any non-university system including personally owned systems or entity without explicit approval to do so from my supervisor or the appropriate Data Steward and the Office of Information Security Services.
- b. **Access to *Confidential Information*:** I will safeguard and maintain the confidentiality of all *Confidential Information* at all times and will only access, use, or disclose *Confidential Information* necessary to perform my assigned duties. I will disclose such information to other individuals or organizations only for legitimate University business, research, or academic purposes, and only after I have received prior approval to do so from my supervisor or the appropriate Data Steward.
- c. **Desktop and Laptop Computer Security:** I will maintain the security of any computer or device I use to access or store *Confidential Information* to the best of my ability including the use of passwords, protected "screen savers", approved antivirus and anti-spyware software, and other measures as may be required by Information Technology Security procedures available at <http://www.bsu.edu/security>. If I am uncertain as to how to secure my computers or devices I will obtain the necessary help to ensure they are protected.

Image 9. Student Employee Paperwork. (Ball State University, 2018)

CONFIDENTIALITY AND INFORMATION ACCESS EMPLOYEE AGREEMENT

**3. PROTECTION OF
CONFIDENTIAL INFORMATION**
(CONTINUED)

d. **Servers and Vendors:** I understand implementing servers on or off-campus requires compliance with a separate set of procedures available at <http://www.bsu.edu/security>. I will not implement servers or hosted systems before contacting the Office of Information Security Services to ensure alignment with applicable hosting procedures.

e. **Duty to Protect Passwords:** I understand passwords used to access university systems are *Confidential Information* and that I am responsible for access assigned to me. I will not disclose my university passwords for any reason absent the approval of the Office of Information Security Services. In the event I suspect my password has been lost or stolen I will immediately notify the IT Helpdesk (765-285-1517) or Computer Operations (765-285-1549) so that my password may be disabled or reset.

f. **Duty of Renounce Access:** In the event my duties and responsibilities or job assignment changes or my employment with the university ceases I affirm that I will maintain the confidentiality, integrity and availability of all *Confidential Information* and will promptly notify the appropriate systems administrator or other authority so that my access may be properly adjusted or removed.

g. **Reporting An Information Security Breach Or Policy Violation:** In the event I suspect a security breach or inappropriate disclosure of *Confidential Information* my first action will be to immediately notify either the Office of Information Security Services (765-285-4390), the Office of University Compliance (765-285-5162), or IT Computer Operations after-hours support (765-285-1419). I will then review the official procedures for *Reporting an Information Security Incident or Suspected Violation* and will take any additional subsequent steps required.

h. **Appropriate Use of Technology:** I understand the *Information Technology Users' Privileges and Responsibilities* policy governs my usage and I agree to abide by the terms of this policy regarding the appropriate use of all technology and information systems at Ball State University.

i. **Security Monitoring and Testing Software or Hardware:** I will not use software, tools, or techniques (human, technical, or otherwise) designed or intended to break, exploit, or test the security of university technology resources without explicit written approval from the Office of Information Security Services.

j. **Audit & Security Review of BSU Information Systems:** I understand I have no personal expectation of privacy in any computer or storage system owned, maintained, or utilized by Ball State University. I further understand the university audits, logs, reviews, and utilizes information stored on or passing through information systems for legal or administrative purposes, and that the university may not provide notification of such access or usage.

k. **Sanctions:** I understand violations of this Agreement may result in disciplinary action up to and including termination of employment, suspension and loss of privileges, termination of authorization to *Confidential Information*, as well as legal sanctions.

**PLEASE REFER ANY QUESTIONS RELATED TO THIS AGREEMENT
TO YOUR SUPERVISOR OR THE CAREER CENTER.**

By signing this Agreement, I acknowledge that I have read and fully understand and agree to comply with all of its terms and conditions. I also understand my current access may be revoked and I may be denied future access to university information unless I sign, date and return this Agreement in a timely manner.

Employee's Signature _____ Date _____

Employee's Printed Name _____ Date _____

Employee (student) ID _____

Please Return This Completed Agreement To The Career Center.

Ball State University Confidentiality and Information Access Agreement
Rev. 07/24/2013 page 2 of 2

Image 10. Student Employee Paperwork. (Ball State University, 2018)

Onboarding Content: Procedures

While many interns may have had a job before, it is not necessarily true for all interns. Every position and organization handles procedures differently so make sure to cover what is typical with your organization, including procedures on if they will be late, sick, or need a day off. This will allow for transparency and prepare interns when emergency situations come up.

Office Procedures

Sick

- Communicate with supervisor and rest of interns (if needed)
- If scheduled to present, try to find backup if necessary

Emergency

- Communicate with supervisor through either email or text

Days Off

- Communicate with supervisor at least 2 weeks in advance of day needed off

Onboarding Content: Overview of Position and Meeting with Supervisor

During this time, the supervisor has the opportunity to overview the internship and position with their intern. Additionally, the supervisor should discuss any expectations they have for the role and interns, while checking if they have any questions or concerns. It is important to communicate with the supervisors that “[t]he new employee’s manager is critical to the success of [the onboarding] process” (Jones, 2007). During these meetings, interns should leave feeling their supervisor is going to be helpful and a resource to them throughout their time with the Office of Admissions.

Items to Be Address in Meeting

1. Introductions
2. Supervisor's expectations of employees
3. Specific expectations for interns

Onboarding Content: Systems Overview

Providing a section of onboarding that covers the systems and programs used within the organization will allow for any issues to be resolved. During your onboarding program, it may be best to include a portion where the new employees will meet with an individual from the IT department to start becoming familiar with the software they will use. If the office has any technology expectations, make sure to share these. The office has several programs that these employees will most likely not have any experience with so including IT training over the systems will be helpful.

Onboarding Content: Mentor

An 'onboarding mentor' can help the new employee throughout onboarding, training, and their time within the office. For an intern program, this is a good idea to help develop and assist the new employees. Additionally, this will allow current employees to have a role within the intern program and increase employee engagement. This type of program is simple and easy, plus it could be used as a reward system as it is an extra responsibility. To implement this process, the senior leadership team should meet and decide on qualified and trustworthy individuals within the organization who are deserving of this leadership opportunity. During the first day, the professional staff can start to get to know their intern, address any concerns, and provide helpful insight and advice. Throughout the course of their internship, mentors and

interns can decide how involved this mentoring relationship becomes. By providing this, interns are able to have a mentor relationship in the office. This also provides interns with another employee who they can ask questions, especially if they are nervous asking their direct supervisor. Additionally, this gives the office team responsibility and relationships between all staff, professional staff and interns. Being a mentor should be seen as an honor and an additional opportunity.

Items to Be Addressed in 1st Mentor Meeting

1. Introductions
2. Excitements/Nerves for internship
3. How can mentors be helpful to the intern?
4. Internship goals
5. Questions from today

Orientation Planning Checklist

Two Months Before

- ☐ Schedule rooms for orientation
- ☐ Plan schedule, presentations, activities, and speakers for program
- ☐ Schedule orientation on necessary employees' calendars
- ☐ Contact supervisors to ensure their availability for orientation of their new employees

One Month Before

- ☐ Arrange for technology and equipment
- ☐ Select onboarding mentor and contact them with their mentor assignment

Two Weeks Before:

- ☐ Add interns to email lists
- ☐ Ensure their work area is prepared and clean

One Week Before:

- ☐ Prepare binders and handouts for new employees for onboarding and training
- ☐ Follow-Up with supervisors to ensure they have contacted their employees through email
- ☐ Follow-Up with Onboarding mentor to ensure they are prepared for their meeting on the employee's first day

First Day

- ☐ Give employees keys building or office and name tags
- ☐ Provide an overview of their onboarding and first week schedule
- ☐ Provide a tour of the facilities
- ☐ Introduce interns to directors and other important employees
- ☐ Take interns out to lunch to meet rest of the office

First Week


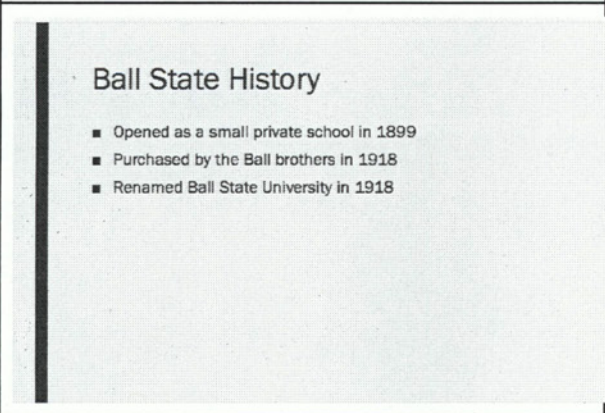
- ☐ Ensure understanding of major tasks for position
- ☐ Ensure second meeting with mentor has been arranged

Instructor Manual

An instructor manual is a manual that can be made to help prepare for presentations.

These also can be used as a resource in case the person who is supposed to cover the necessary information is not there for an unseen circumstance. Instructor manuals are very simple to create and get better the presenter create an outline for their presentations. Below is an example of an instructor manual for a "Welcome" presentation. On the left side, include the slide screenshot, along with the instructions of what to say and talk about on the right.

Sample Instructor Manual

Slide	Instructions
	<p>"For this presentation, we will be covering the basics that are important for you to know about Ball State including the history, values, mission, academics, student body, and other important information."</p>
	<p>"Ball State's history is rich in tradition dating back to 1918 when the university was purchased by a generous gift from the Ball brothers. If you don't know who the Ball Brothers are, they owed the company that made the very famous Ball canning jars."</p>

Student Body and Class Statistics

- Over 21,000 students
 - About 18,000 undergraduate
 - About 3,000 graduate
 - From 48 states, 43 countries, and every Indiana County
 - 58% Women, 42% male
 - 12% out of state, 13% ethnic minorities
- Average Class Size: 19 students
- Student-to-Faculty Ratio: 14:1
- 94% of classes taught by full time, tenured faculty

“Ball State has a large and diverse student body that includes over 21,000 students with almost 18,000 undergraduates and about 3,000 graduate students. The average class size is about 19 students with a 14:1 student to faculty ratio, meaning for every 14 students, there is one faculty member.”

Academics

- Seven Academic Colleges
- Majors
 - Over 190 bachelor's and pre-professional programs
 - 99 Master's programs
 - 16 Doctoral programs
 - 2 Specialist
 - 7 associate degree programs
- Minors
 - Over 120 different minors

“Ball State has over 190 different majors that span between 7 different academic colleges. We also have several different master's and doctoral programs, with options in other areas as well. Our university is known for our majors in education, telecommunications, business, and fine arts, just to name a few.”

Communication

To allow for a successful and smooth transition, provide interns with all the information they need to know before their first day. This communication can go out through email, mail, or a phone call to the employee. This communication will provide interns with the necessary information prior to their first day and allow them to know how communication is transmitted.

Communication Content

This communication should include the expectations the interns should have for the first day, an overview of the onboarding program, and any other necessary information that will help them to prepare for the first day. Below are the key concepts that are important for interns to be made aware of prior to starting their new position:

Key Information in Communication Prior to Orientation

- Schedule
- Dress code
- Parking
- Rules and Regulations within the department (link or writing, to access later)
- Other Information That is Pertinent to Your Organization

Communication: Dress Code

Communicate the dress code of the office, so that interns can prepare and dress accordingly their first day. It is important to inform the news interns of this dress code in advance so that they can prepare to dress professional each day of their internship. Since interns

are also students, they may not be expecting this or have experience with this level of professionalism yet.

Communication: Schedule

When sending out communication with interns, include a schedule so that they are able to plan ahead and prepare for the day.

Sample Itinerary		
9:00 - 9:30 AM	Introductions, Tour of Office, and Receive Keys	Intern Coordinator
9:30 - 10:00 AM	Welcome and History of Ball State	Director of Admissions
10:00 - 10:30 AM	Overview of Office Structure, Intern Role, and Culture of Office	Intern Coordinator
11:00 - 11:30 AM	Expectations and Code of Conduct	Intern Coordinator
11:30 - 11:45 AM	Break	
11:45 - 12:30 PM	Meeting with Supervisor - Overview of Tasks	Direct Supervisor
12:30 - 1:30 PM	Lunch	Admissions Office Staff
1:30 - 2:00 PM	Office Procedures	
2:00 - 2:30 PM	Systems Overview	Associate Director for Operations and Technology
2:30 - 3:30 PM	Sample Presentation	Assistant Director and Welcome Center Coordinator
3:30 - 4:00 PM	Meet with Onboarding Mentor	
4:00 - 4:30 PM	Meeting with Supervisor - Overview of Training	Direct Supervisor

Expectations for the First Day: Credentials

Interns will utilize their Ball State credentials within the office each day, so it is important that they know these prior to their first day. Interns should be aware of this, but make sure that the Graduate Assistants come prepared.

Expectations for the First Day: Rules and Regulations

If the office has any rules and regulations that interns should know prior to their first day, include these documents in this email so that they are able to read them prior to their first day and understand what they are signing. Since this role handles confidential information, this will be especially important so that the interns can start to understand and grasp the importance of their role.

Sample Communication

Welcome!

We are excited for you to start your internship with the Office of Admissions for this next academic year! It will be a very exciting year and you will have the opportunity to shape the future classes of Ball State University.

Below is some important information that will help you prepare for your first day with our office.

- **Start Date:** Your first day in the office will be Monday, August 20th. Please arrive at 8:15 am, as we will start our onboarding sessions promptly at 8:30 am.
- **Dress code:** Business casual is expected when you are working in the office throughout your internship experience. Ties are required for men in the office every day. It is important to be aware that this is a professional office on campus and you often will be the first impression on prospective students and their families for the university, so please take this seriously and dress accordingly. Additionally, business professional is expected during special admissions events.
- **Lunch:** Lunch will be provided for you on your first day. We will be going to lunch with the office staff on campus so you can meet some your new co-workers.
- **What to Expect:** Attached is the schedule for your first day within the office. You will have time to meet with your supervisor then and find out more about your training for the rest of the week.

- **Conflicts:** If you have conflicts due to Welcome Week or other commitments, please let your supervisor know prior to the first day, so they can prepare for changing your training schedule later in the week.
- **Having Organization's Credentials:** To access the applications that we will use in our office, you will utilize your Ball State credentials.
- **Rules and Regulations:** Attached are the rules and regulations for our department and the university. Please read these prior to your first day as you will be required to sign some different forms and contracts. This role is a very prestigious position on campus and you will be viewing confidential information.

If you have any additional questions, please do not hesitate to ask. Again, our office is excited to have you join our team!

Sincerely,

John Smith

Office of Admissions Internship Coordinator

Follow Up

The final step in the onboarding process is to follow up with the interns and other leaders of your organization to make sure that the intern process is going smoothly. This process should begin about one week after the onboarding program is completed. It is important to close any gaps in understanding, while ensuring that the program improves and is strengthened for the next group of interns.

Survey

After onboarding is complete, a survey should be distributed about a one or two months or so after the program. This survey should include questions that will help the office better prepare the program, additionally it will allow interns to write comments over specific areas that they enjoyed or believe need improvement. Receiving feedback from an outside source who just completed the program will allow your organization to help better the future program.

Post-Orientation Survey

Rank the below on a scale of 1-3:

1. Meet other interns and make connections with staff.
2. Learn more about the university.
3. Receive answers to questions you may have.
4. Feel welcomed and appreciated.

Answer the below questions honestly.

1. Which part of the orientation process was the most valuable and why?
2. Did you feel any part of the onboarding process was not valuable to your experience? If yes, please state which part and why it was not valuable.
3. Do you have suggestions on how to improve the overall process of onboarding and onboarding experience for future interns?

Revise

After receiving information and comments from the intern group, it is a good time to develop your organization's program. Some of the comments may be easy to fix and change, but some may take time.

Mentoring

If a mentoring process is implemented, follow up with the interns and mentor to see how the process is going. There are several things that should be considered during this follow up. First off, ensure that the mentor is being useful and helpful for the intern. Additionally, a mentoring relationship should allow for open communication, where interns can express their concerns or confusion with the organization. If the mentor notices there is confusion, they should inform the supervisor of this so that this can be cleared up. Lastly, this is a good check to make sure that interns are gaining from the experience with your organization.

Mentor Survey

Mentor Survey:

1. Is your intern enjoying the role?
2. What has your mentee been most confused about?
3. What goals do they have for their internship?
4. How can you help assist them with these goals and hold them accountable?
5. How many times have you meet in the last two weeks?

Intern Survey

Intern Survey:

1. On a scale of 1-5, how would you rate your mentor experience so far?
2. How often have you meet with your mentor in the last two weeks?
3. Are they able to answer your questions if you have them?
4. Do you feel like this experience is beneficial?

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Appendix



**BALL STATE
UNIVERSITY**

Intern Orientation Manual 2018

Monday, August 20 th		
9:00 - 9:30 AM	Introductions, Tour of Office, and Receive Keys	Intern Coordinator
9:30 - 10:00 AM	Welcome and History of Ball State	Director of Admissions
10:00 - 10:30 AM	Overview of Office Structure, Intern Role, and Culture of Office	Intern Coordinator
11:00 - 11:30 AM	Expectations and Code of Conduct	Intern Coordinator
11:30 - 11:45 AM	Break	
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3:30 - 4:00 PM	Meet with Onboarding Mentor	
4:00 - 4:30 PM	Meeting with Supervisor - Overview of Training	Direct Supervisor

History, Mission, and Vision of Ball State

History: Ball State University has a history that is rooted in entrepreneurship, dating back to when it opened as a small, private school for teachers in 1899. When the college was struggling, the Ball brothers purchased the college and opened it as the Indiana State Normal School Eastern Division in 1918. In 1965, the university was renamed Ball State University.

Vision: Ball State University will be a national model of excellence for challenging, learner-centered academic communities that advance knowledge and improve economic vitality and quality of life.

Mission: Ball State University is an innovative, supportive academic community that inspires student by:

- Offering action-oriented learning, including immersive out-of-class experiences, research, and study-abroad.
- Providing extraordinary access to professors who create scholarship to advance knowledge, improve teaching, and transform learning; and
- Engaging state, national, and international communities to enhance educational, economic, and cultural development.

Intern Job Descriptions and Roles

Undergraduate Admissions Intern

Position Summary:

The Admissions intern is responsible for assisting with the recruiting and admissions tasks within the Undergraduate Office of Admissions. Interns will have the opportunity to have daily interaction with prospective students through email communication, admissions presentations, recruitment at college and high school fairs, and one-on-one appointments.

A successful applicant should possess skills in communication, leadership, and teamwork, along with having a professional attitude. Having an interest in high education and admissions is encouraged, but not required.

Responsibilities:

Admissions Tasks

- Manage Ball State Admissions email account
- Present hour-long Admissions presentations
- Review and make final decisions on applications

Recruitment

- Recruit students at a variety of events including daily campus visits, Preview Days, Admitted Student Days, receptions, and other admissions events.
- Act as a representative of Ball State University and the Admissions office to prospective students, their family members, campus officials, and other individuals.
- Provide a professional attitude throughout all interactions

Required Skills:

- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Knowledge of and excitement for Ball State University

Preferred Skills:

- Public speaking experience

Transfer Admissions Intern

Position Summary:

The Transfer Admissions intern is responsible for assisting with the recruiting and admissions tasks within the Office of Admissions, specifically with transfer students. This intern will have the opportunity to have daily interaction with prospective students through email communication, admissions presentations, recruitment at college and high school fairs, and one-on-one appointments.

A successful applicant should possess skills in communication, leadership, and teamwork, along with having a professional attitude. Having an interest in high education and admissions is encouraged, but not required.

Responsibilities:

Admissions Tasks

- Independently manage Ball State Transfer Admissions email account
- Present hour-long Admissions presentations
- Review and make final decisions on applications

Recruitment

- Recruit students at a variety of events including daily campus visits, Preview Days, Admitted Student Days, receptions, Transfer Preview Days, and other admissions events.
- Act as a representative of Ball State University and the Admissions office to prospective students, their family members, campus officials, and other individuals.
- Provide a professional attitude throughout all interactions

Required Skills:

- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Knowledge of and excitement for Ball State University

Preferred Skills:

- Public speaking experience

Communications/Marketing Intern

Position Summary:

The Communications Intern is responsible for assisting the Communications Manager in the marketing of Ball State to prospective undergraduate students, including print/digital materials, event promotion/communication, social media strategy/execution, and website content. This is a role where assignments vary day to day, and the Communications Intern must be able to thrive in a flexible, focused work environment.

The successful Communications Intern applicant should possess skills in communication, organization, graphic design, and project management. Interest in marketing for higher education is appreciated but not required. This position offers the opportunity to strengthen project management skills, to experience working in marketing across a variety of mediums (print, mail, web, social media, email), and to work with the larger Office of Admissions team.

Responsibilities:

Social Media Strategy / Execution

- Manage Ball State Admissions Facebook and Instagram presence
- Create monthly content calendars
- Collect content (photos, video, stories) for social media
- Keep up to date on current campus news/events
- Write and schedule content using Hootsuite
- Plan and prepare for special social media content and events
- Engage with posts and hashtag users weekly
- Update Key Performance Indicator (KPI) sheet on a monthly basis and use to influence future social media content

Event Marketing / Promotions

- Assist with the development of event materials, including:
- Postcards and invitations (graphic design)
- Agendas, name tags, and other event materials (graphic design)
- Registration and confirmation emails
- Post-event surveys
- Help with Admissions events as needed

Print / Digital Materials

- Design Admissions print materials using Adobe Creative Suite (InDesign), including posters, info sheets, and handbooks
- Conceptualize and design Admissions digital materials, including emails, social media graphics, and website graphics
- Design materials that adhere to Ball State's branding guidelines and are consistent with other Admissions materials
- Copyedit Admissions publications as needed
- Follow Ball State's writing guidelines to draft content for print and digital communications

Project Management

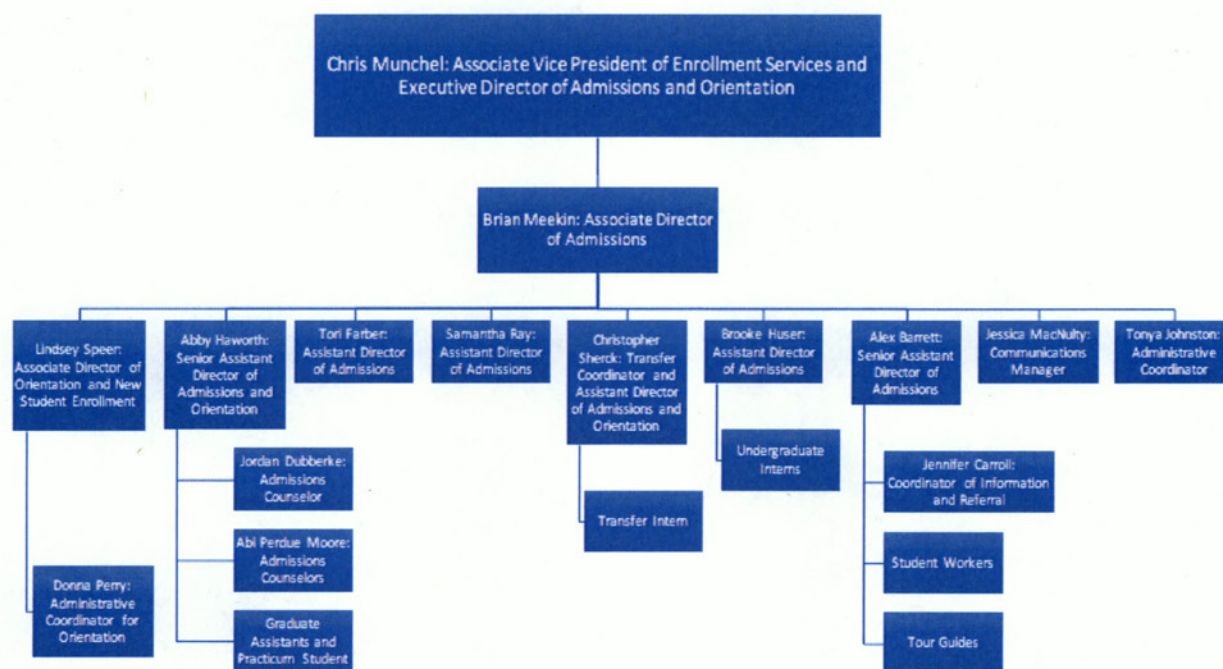
- Maintain a high level of organization to adhere to project schedules
- Meet all project deadlines and proactively communicate progress to Communications Manager
- Keep content and files updated and saved on Ball State Box (online drive)
- Show extreme attention to detail
- Take ownership of projects

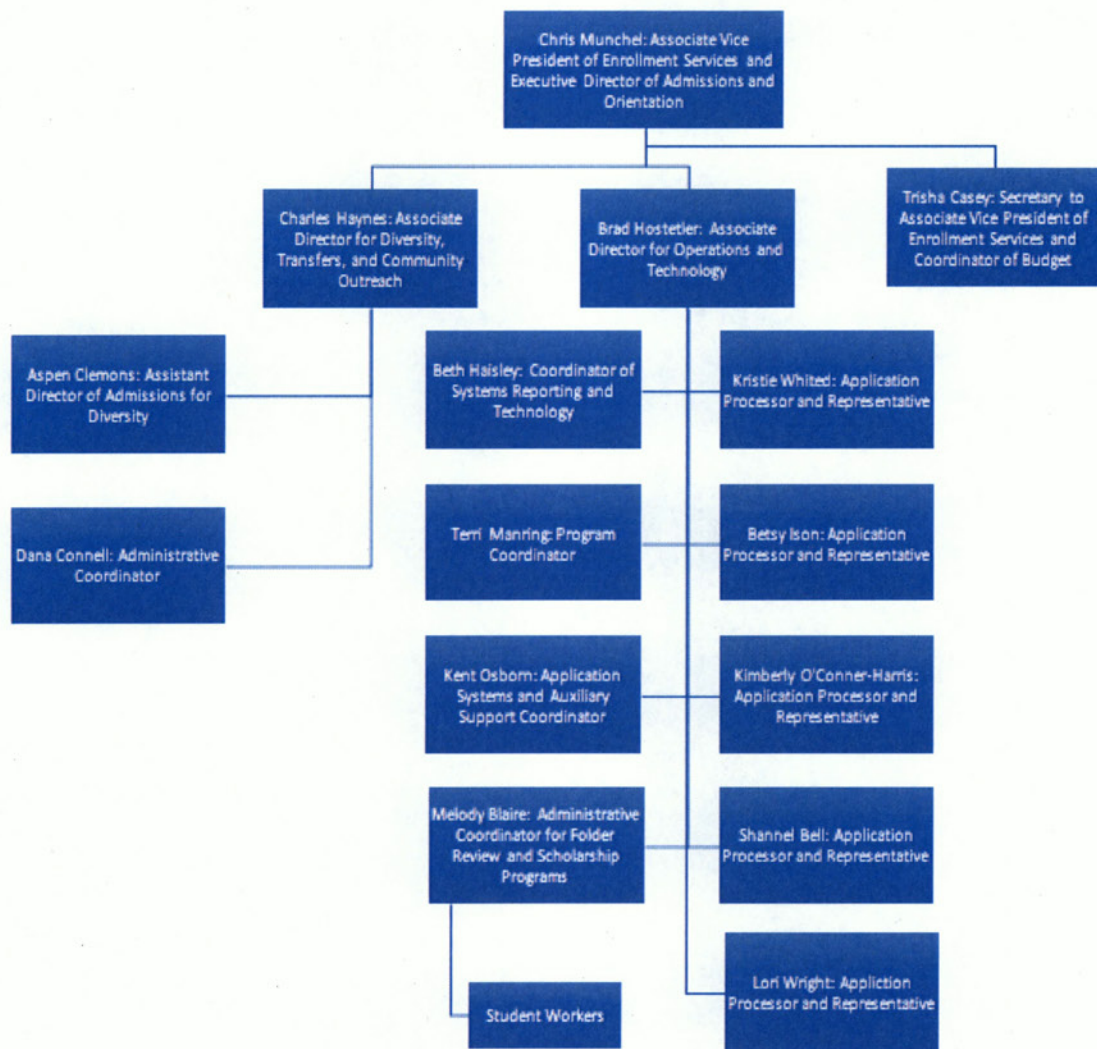
Required Skills/Software:

- Adobe InDesign
- Microsoft Word, Excel, and PowerPoint
- Keynote
- MAC OS X
- Self-starter / proactive work style
- Strong interpersonal communication (oral and written)
- Solution-oriented
- Positive attitude
- Willingness to learn
- Adaptable in a changing environment
- Creative
- Knowledge of and excitement for Ball State University

Preferred Skills/Software:

- Adobe Photoshop
- Photography
- Hootsuite/social media analytics tools
- Basic HTML and CSS
- Web publishing skills





Office Expectations

- Bring a professional and positive attitude everyday
- If you do not know the answer, ask!
- Be a positive representation of Ball State

Expectations for this Internship

1. What are your expectations for yourself through this internship?

2. What are your expectations from the office throughout your internship?

3. What are your expectations for your supervisor for your internship?

4. In what areas do you hope to grow from this internship?

5. In what areas do you think you may struggle?

6. If you are struggling, how can your supervisor and the office be of service to you?

Office Procedures

Sick

- Communicate with supervisor and rest of interns (if needed)
- If scheduled to present, try to find replacement if necessary

Emergency

- Communicate with supervisor through either email or text

Days Off

- Communicate with supervisor at least 2 weeks in advance of day needed off



CONFIDENTIALITY AND INFORMATION ACCESS EMPLOYEE AGREEMENT

1. INTRODUCTION

This *Confidentiality and Information Access Employee Agreement* must be read, understood, and signed by all employees who either access or may encounter Ball State University confidential information as a part of their assigned duties. Questions which arise during the course of employment may be directed to your immediate supervisor, Career Center, or the Office of Information Security Services. Employees signing this agreement should keep a copy for their records.

2. CONFIDENTIAL INFORMATION DEFINED

Ball State University is dedicated to safeguarding and maintaining the confidentiality, integrity, and availability of our student, employee, and organizational information. "Confidential Information" includes all of this information that is personally identifiable and non-public. I understand *Confidential Information* may be paper-based, electronic, or stored or transmitted in some other form, and that examples of *Confidential Information* include, but are not limited to:

- a. Academic information, such as grades and class schedules
- b. Bank and credit card account information, income, credit history, and consumer report information
- c. Disciplinary or employment records or related information
- d. Loan information, including loan applications and loan servicing, collection and processing
- e. Money wiring and other electronic funds transfers
- f. Other non-public personally identifiable information relating to a financial transaction
- g. Social Security Numbers, driver's license numbers, or similar identification codes or numbers
- h. Student account balance information, financial aid information

I understand the existence of information in one publicly available format does not imply approval to disclose it in another format. For example, I understand certain student directory information (such as telephone numbers and mailing addresses) may appear in the printed Ball State University Directory, however disclosure of the same information in another format such as an electronic file requires separate approval from the appropriate Data Steward. I will contact my supervisor or the Office of Institutional Effectiveness for help in determining the appropriate Data Steward for particular university data when dealing with Confidential Information if I am unsure how to proceed.

3. PROTECTION OF CONFIDENTIAL INFORMATION

Protection of *Confidential Information* requires the following minimum standards, which I agree as a condition of my continued employment:

- a. **Download or Transmission of Confidential Information:** I will not download or extract *Confidential Information* to removable storage devices such as compact discs or flash drives, or transmit such information to any non-university system including personally owned systems or entity without explicit approval to do so from my supervisor or the appropriate Data Steward and the Office of Information Security Services.
- b. **Access to Confidential Information:** I will safeguard and maintain the confidentiality of all *Confidential Information* at all times and will only access, use, or disclose *Confidential Information* necessary to perform my assigned duties. I will disclose such information to other individuals or organizations only for legitimate University business, research, or academic purposes, and only after I have received prior approval to do so from my supervisor or the appropriate Data Steward.
- c. **Desktop and Laptop Computer Security:** I will maintain the security of any computer or device I use to access or store *Confidential Information* to the best of my ability including the use of passwords, protected "screen savers", approved antivirus and anti-spyware software, and other measures as may be required by Information Technology Security procedures available at <http://www.bsu.edu/security>. If I am uncertain as to how to secure my computers or devices I will obtain the necessary help to ensure they are protected.

CONFIDENTIALITY AND INFORMATION ACCESS EMPLOYEE AGREEMENT

**3. PROTECTION OF
CONFIDENTIAL INFORMATION**
(CONTINUED)

d. **Servers and Vendors:** I understand implementing servers on or off-campus requires compliance with a separate set of procedures available at <http://www.bsu.edu/security>. I will not implement servers or hosted systems before contacting the Office of Information Security Services to ensure alignment with applicable hosting procedures.

e. **Duty to Protect Passwords:** I understand passwords used to access university systems are *Confidential Information* and that I am responsible for access assigned to me. I will not disclose my university passwords for any reason absent the approval of the Office of Information Security Services. In the event I suspect my password has been lost or stolen I will immediately notify the IT Helpdesk (765-285-1517) or Computer Operations (765-285-1549) so that my password may be disabled or reset.

f. **Duty of Renounce Access:** In the event my duties and responsibilities or job assignment changes or my employment with the university ceases I affirm that I will maintain the confidentiality, integrity and availability of all *Confidential Information* and will promptly notify the appropriate systems administrator or other authority so that my access may be properly adjusted or removed.

g. **Reporting An Information Security Breach Or Policy Violation:** In the event I suspect a security breach or inappropriate disclosure of *Confidential Information* my first action will be to immediately notify either the Office of Information Security Services (765-285-4390), the Office of University Compliance (765-285-5162), or IT Computer Operations after-hours support (765-285-1419). I will then review the official procedures for *Reporting an Information Security Incident or Suspected Violation* and will take any additional subsequent steps required.

h. **Appropriate Use of Technology:** I understand the *Information Technology Users' Privileges and Responsibilities* policy governs my usage and I agree to abide by the terms of this policy regarding the appropriate use of all technology and information systems at Ball State University.

i. **Security Monitoring and Testing Software or Hardware:** I will not use software, tools, or techniques (human, technical, or otherwise) designed or intended to break, exploit, or test the security of university technology resources without explicit written approval from the Office of Information Security Services.

j. **Audit & Security Review of BSU Information Systems:** I understand I have no personal expectation of privacy in any computer or storage system owned, maintained, or utilized by Ball State University. I further understand the university audits, logs, reviews, and utilizes information stored on or passing through information systems for legal or administrative purposes, and that the university may not provide notification of such access or usage.

k. **Sanctions:** I understand violations of this Agreement may result in disciplinary action up to and including termination of employment, suspension and loss of privileges, termination of authorization to *Confidential Information*, as well as legal sanctions.

**PLEASE REFER ANY QUESTIONS RELATED TO THIS AGREEMENT
TO YOUR SUPERVISOR OR THE CAREER CENTER.**

By signing this Agreement, I acknowledge that I have read and fully understand and agree to comply with all of its terms and conditions. I also understand my current access may be revoked and I may be denied future access to university information unless I sign, date and return this Agreement in a timely manner.

Employee's Signature _____ Date _____

Employee's Printed Name _____ Date _____

Employee (student) ID _____

Please Return This Completed Agreement To The Career Center.

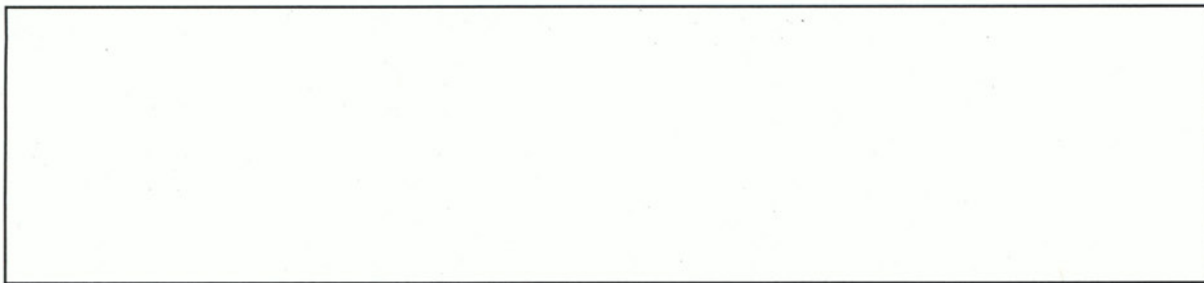
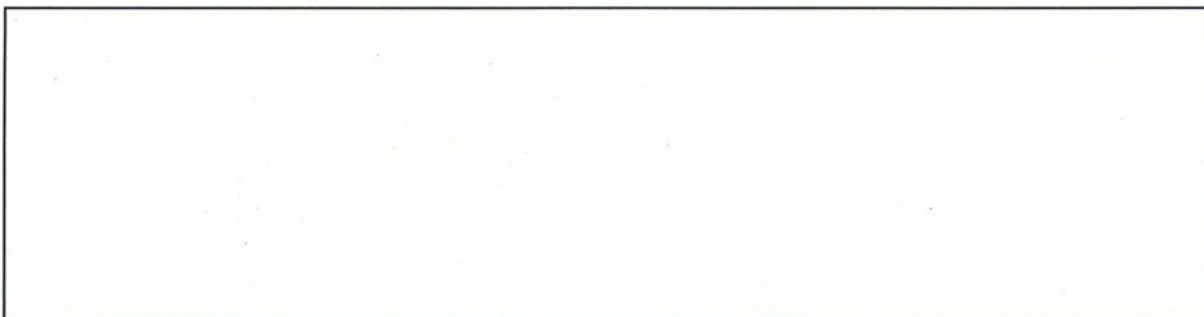
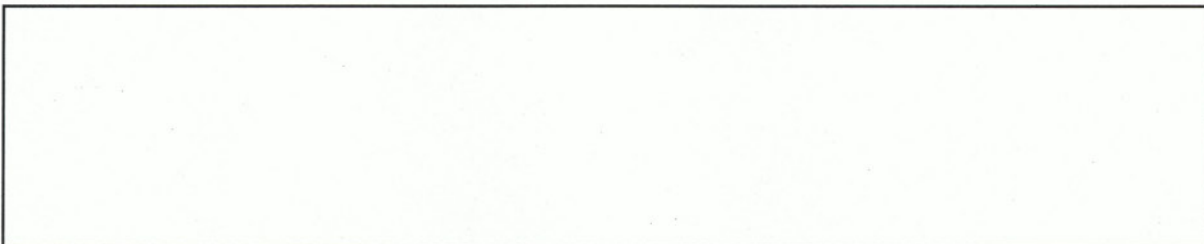
Presentation Notes

Each of the below categories are different sections of the presentation. Feel free to add comments and quotes from the presentation to help you when you are learning.

Introduction

Overview

Real-World Ready

High Return on InvestmentA large, empty rectangular box with a black border, intended for text input.Welcoming CommunityA large, empty rectangular box with a black border, intended for text input.Student SuccessA large, empty rectangular box with a black border, intended for text input.Your ExperienceA large, empty rectangular box with a black border, intended for text input.

Notes